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Programme questions: evaluation

Triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its fifty-first session on the programme evaluation of the Department of Economic and Social Affairs

Report of the Office of Internal Oversight Services

Summary

The present report of the Office of Internal Oversight Services (OIOS) is submitted in accordance with the decision taken by the Committee for Programme and Coordination at its twenty-second session to review the implementation of its recommendations three years after taking decisions on evaluations submitted to the Committee. The present triennial review determined whether or not the four recommendations from the OIOS programme evaluation of the Department of Economic and Social Affairs have been implemented. All four recommendations were endorsed by the Committee for Programme and Coordination.

All four recommendations have been implemented.

With regard to recommendation 1 (see E/AC.51/2011/2, para. 76) on further sharpening the strategic focus of the Department of Economic and Social Affairs, the Department has taken several steps. As guided by Member State priorities, it has converged its 2014-2015 work programme around two themes: the development of the post-2015 development agenda and follow-up to the United Nations Conference on Sustainable Development. The Department has also established Department-wide task forces to support intergovernmental processes that cut across the thematic focus of their divisional work programme and merged the Strategic Planning Unit with the

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Communications and Information Management Services to enhance and sharpen the coherence of the Department's messaging across the Secretariat. Furthermore, the Department has sharpened its capacity development role by focusing on its comparative advantages in this area; an implementation plan for its 2012 Capacity Development Strategy is expected to be fully implemented in two to three years, thus enabling the Department to more strategically carry out its capacity development mandate. To strengthen internal monitoring and evaluation, the Department established a departmental network of evaluation focal points and finalized its evaluation policy in 2012, yet it still needs to address gaps in its internal evaluation capacity.

With regard to recommendation 2 (ibid., para. 78) on improving coordination with United Nations partners, the Department has enhanced coordination through its continued role as convener of the Executive Committee on Economic and Social Affairs, which provides a platform for coordination and exchange of information and inputs to major system events. Following the United Nations Conference on Sustainable Development in 2012, the Department led the process to develop an implementation matrix to organize system-wide efforts to implement conference outcomes. Representatives from other Executive Committee on Economic and Social Affairs members interviewed agreed that the Department played an important coordination role through the mechanism of the Executive Committee on Economic and Social Affairs, but stated more could be done to harmonize the work of Committee members. Furthermore, coordination with United Nations partners is also occurring at the Division level through joint meetings and projects, and the Department has improved its coordination with field-based entities, including through the United Nations Development Assistance Framework (UNDAF) process. The Department has also clarified partner roles and responsibilities through discussions at Division Director meetings and through its involvement in the Technical Review Group of the Development Account Steering Committee, although more work could be done in this area at the subprogramme level.

Regarding recommendation 3 (ibid., para. 79) on developing and implementing a Department-wide publication and outreach strategy, the Department has been very active. It established a Working Group to spearhead work on developing its publication strategy, which was approved in 2012 and provided common guidelines for the production, printing and distribution of publications. The Department has also diversified its outreach strategy in collaboration with the Department of Public Information and increased its usage of social media. Additionally, an Editorial Board was also established in July 2013 to promote outreach and enhance the impact of publications of the Department of Economic and Social Affairs, and a user survey conducted in August 2013 indicated that Department publications are highly regarded and used as reference material in research and public policy work.

For recommendation 4 (ibid., para. 80) on strengthening internal coordination and communication, the Department of Economic and Social Affairs has used weekly Director meetings, regular meetings with all staff and workshops as mechanisms to coordinate work planning, share information and facilitate lesson learning. The Divisions have been divided among the two Assistant Secretary-Generals, who are held responsible for enhancing interdivisional cooperation and operationalizing Department-wide approaches to cross-cutting issues.

While it is still early to gauge the full impact of the implementation of those recommendations, there are indications that they are resulting in positive changes. Most notably with regard to Department publications, there has been a 37 per cent decrease in new titles published from 2010 (actual) to 2014 (planned), and a 59 per cent decrease in printed copies in that same time period. Clearly defined work strategies, strong partnerships and well-functioning internal coordination are needed in order to effectively implement its complex work programme incorporating policy analysis, support to intergovernmental processes and capacity development. The Department could continue its efforts for greater engagement with United Nations system partners to elaborate and clarify roles and responsibilities and strengthen its self-evaluation capacity with a dedicated function, clear workplan, and regular follow-up.

I. Introduction

1. At its fifty-first session, in 2011, the Committee for Programme and Coordination considered the report of the Office of Internal Oversight Services (OIOS) on the programme evaluation of the Department of Economic and Social Affairs (E/AC.51/2011/2). The Committee highlighted the valuable support that the Department provides to the intergovernmental decision-making process, the global statistical system and its impact on the progress made in achieving the Millennium Development Goals. It recommended that the General Assembly request the Secretary-General to take the necessary measures to enable the Department to sharpen its strategic focus through more explicit identification of its priorities and critical activities, and by further clarifying its specific role in the work of capacity-building, taking into account the need to stimulate cooperation with United Nations entities based in the field. The Committee endorsed all four recommendations made by OIOS in its evaluation (E/AC.51/2011/2).

2. The present report is issued pursuant to a triennial review of those recommendations, and examines the current status of implementation of the recommendations contained in the report. The objective of this triennial review is to report on the extent of implementation of the recommendations from the programme evaluation of the Department. The review also discusses whether and to what extent implementation of the recommendations has contributed to programme changes.

3. The methodology for the triennial review included:

(a) A review and analysis of progress reports on the status of recommendations that are monitored through the OIOS Issue Track database;

(b) An analysis of relevant information, documents and reports obtained from the Department;

(c) Interviews with senior management and programme staff of the Department and programme managers of relevant Secretariat entities, including the Department of Public Information, the United Nations Environment Programme (UNEP), the United Nations Conference on Trade and Development (UNCTAD), and the Office of the Regional Commissions in New York.

4. Although it is generally still too early to assess, OIOS also attempted to ascertain what changes, if any, had resulted from implementation of the recommendations of the Committee for Programme and Coordination.

5. The report incorporates comments received from the Department of Economic and Social Affairs during the drafting process. A final draft was shared with the Department and there were no final comments. OIOS expresses its appreciation for the cooperation extended by the Department in the drafting of the present report.

II. Results

6. All four recommendations of the Committee for Programme and Coordination have been implemented. The implementation status of each of the four recommendations is discussed below.

Recommendation 1: Further sharpen the strategic focus of the Department of Economic and Social Affairs

The Department should build upon the strategic planning work it has already initiated and further sharpen its overall focus. This should include more explicit identification of the priorities and critical activities of the Department that will maximize its comparative advantages — in particular its close ties to the intergovernmental processes and neutral convening power — leading to a more coordinated and efficient implementation of its mandate.

In doing this, the Department should consider:

(a) Identifying programme and subprogramme objectives that are more closely aligned and build on its unique position within the United Nations social and economic arena, with particular reference to maximizing synergies and avoiding overlap with the activities of other United Nations partner entities;

(b) Further clarifying the specific role that it will undertake with regard to capacity development work, taking into consideration its need to foster strong cooperation with field-based United Nations entities and taking into account its normative and analytical strengths;

(c) Strengthening internal mechanisms to monitor and evaluate its activities (E/AC.51/2011/2, paras. 76-77).

7. The Department has undertaken renewed efforts to bring more strategic focus to its programme delivery. The Department's programme is driven by Member State priorities, which notably include the development of the post-2015 development agenda and follow-up to the United Nations Conference on Sustainable Development. In its 2014-2015 work programme, the Department seeks to provide practical support to help translate these development commitments into action by focusing on the delivery of four main functions: (a) monitoring, research and analysis of development issues and emerging challenges; (b) normative and policy support to United Nations intergovernmental processes; (c) capacity-building activities to support implementation of global conference outcomes at the country level; and (d) the fostering of collaboration and partnerships within the United Nations system and other partners (see A/67/6 (Prog. 7), para. 7.4).

8. The Department of Economic and Social Affairs has also established Department-wide task forces to support intergovernmental processes that cut across the thematic focus of their divisional work programme. Department staff who were interviewed stated that this enabled the Department to better support related intergovernmental issues that are ordinarily addressed in different Committees. For example, the Financing for Development Office and the Division for Sustainable Development jointly support the Intergovernmental Follow-up on Financing for Development through a small core group. The Division for Sustainable Development supports the new high-level political forum on sustainable development, and also works jointly with the Office for Economic and Social Council Support and Coordination in preparing the programme for the week of high-level meetings of the Economic and Social Council during which the forum is held. Concerned divisions work together to support these intergovernmental processes, which are closely linked.

9. While the Department's 2014-2015 strategic framework has not substantially changed since the 2010-2011 strategic framework when the OIOS evaluation was undertaken (with the main exception of the removal of the subprogramme on gender equality and advancement of women and the addition of gender and capacity development elements), as noted above in paragraph 7, its work has converged around these two interrelated themes: the post-2015 development agenda and follow-up to the United Nations Conference on Sustainable Development, which is explicitly articulated in its 2014-2015 framework requiring the Department to:

> ... [enhance] horizontal linkages across the subprogrammes of programme 7 to enable more effective and flexible support to Member States in pursuing the development agenda, in particular the follow-up to the United Nations Conference on Sustainable Development, in cooperation with entities of the Executive Committee on Economic and Social Affairs, to which the programme provides strategic support and ensures its stronger linkages with the United Nations Development Group, other executive committees and various other partners (A/67/6 (Prog. 7), para. 7.5).

10. The 2014-2015 strategic framework also refers to strengthened coordination with partners by more explicitly identifying its priorities to maximize its comparative advantages, in particular its close ties with intergovernmental processes and neutral convening power.

11. Furthermore, in January 2014 the Strategic Planning Unit was merged with the Communications and Information Management Services to support programme planning across divisions. The Department staff interviewed stated that this merger is expected to enhance and sharpen the coherence of the Department's messaging and knowledge management within the Secretariat.

12. With regard to sharpening its capacity development role, the Department has recently strengthened its focus on its comparative advantages in this area. The Department staff interviewed stated that before capacity development projects are approved, an assessment is made to determine whether there is any overlap or duplication with projects undertaken by other United Nations entities through the Development Account. The capacity development strategy that was finalized and published in July 2011 has been reviewed biannually to ensure that it continues to be responsive to emerging issues, challenges and priorities. Currently, the Department's capacity development work is based on five priority areas as defined in its capacity development strategy: (a) strengthening of statistical capacities, including monitoring of Millennium Development Goals; (b) macroeconomic advisory services and international tax cooperation; (c) social integration and inclusion of vulnerable groups; (d) sustainable development, including climate-change mitigation and adaptation and forests; and (e) public administration and information, communication technologies for development, including e-Government. The Under-Secretary-General approved the Capacity Development Steering Committee's recommendation of 30 April 2013 that the Department of Economic and Social Affairs adopt a framework and strategy for a coherent approach to capacity development programming in support of sustainable development. An interdivisional workshop attended by over 40 participants was held in December 2013 to establish mechanisms on how to further align Department capacity development work in the context of sustainable development. The recommendations from that workshop have

been reported in two Directors' meetings and will be submitted to the Capacity Development Steering Committee in February 2014 for endorsement.

13. Following the publication of its capacity development strategy, in 2012 the Department's Capacity Development Steering Committee developed an accompanying Strategy Implementation Plan to serve as a road map and to operationalize the strategy. According to the Department staff interviewed, the plan is expected to be fully implemented in two to three years and will enable it to more strategically carry out its capacity development mandate. It was developed in consultation with all Divisions and makes specific reference to the issues and recommendations made in the OIOS evaluation, including the overall and programme-specific reports. The implementation plan states that operationalizing its capacity development strategy will help the Department to achieve four mutually reinforcing objectives:

(a) Promoting internal coherence and integrated approaches in capacity development around the priority areas;

(b) Improving efficiency in the programming processes;

(c) Positioning the Department of Econmic and Social Affairs as a leader in those priority areas where it has comparative advantage;

(d) Sustaining and expanding donors' and partners' interest in and support for the Department's capacity development work.

14. With regard to strengthening internal mechanisms to monitor and evaluate its work, in September 2011, the Under-Secretary-General established a departmental network of evaluation focal points. The network facilitates programme monitoring and evaluation, including through the Integrated Monitoring and Documentation Information System (IMDIS) and preparation of Programme Performance Reports. Each Division has nominated a designated evaluation focal person and the network is coordinated by an evaluation team located in the Office of the Under-Secretary-General. Furthermore, the evaluation policy of the Department of Economic and Social Affairs was approved and published in July 2012. The policy provides for two levels of evaluation — external (mandatory and discretionary) and internal (mandatory self-assessment and self-evaluation) — and also includes an Action Plan for Implementation. In 2012, the Capacity Development Office established a Task Force on Evaluation of Development Account projects and also established a Junior Programme Officer post to work specifically on Monitoring and Evaluation of Development Account projects. Nevertheless, gaps remain with regard to the Department's self-evaluation capacity, as identified in the OIOS Inspection and Evaluation Division United Nations Evaluation Scorecards 2010-2011, which most notably include the lack of a dedicated self-evaluation function, insufficient self-evaluation resources, and inadequate evaluation processes such as systematic work-planning and follow-up.

15. Although those efforts to sharpen the Department's overall strategic focus are encouraging, it is too soon to determine what specific changes have resulted in its work programme and activities.

16. This recommendation has been implemented. However, OIOS encourages the Department to continue to strengthen its self-evaluation capacity by addressing the gaps identified in the OIOS United Nations Evaluation Scorecards 2010-2011.

Recommendation 2: Improve coordination with United Nations system partners

Building upon efforts already under way to strengthen partnerships, the Department should intensify coordination with its partners in the social and economic development arenas by:

(a) Furthering the development of a clear Department-wide coordination strategy for work with its partners in the economic and social arenas, in consultation with those partners, in particular the regional commissions and field-based United Nations entities;

(b) Further specifying strategies for establishing closer workplan alignment and mutual complementarities with other United Nations entities;

(c) Clarifying partnership roles and responsibilities (E/AC.51/2011/2, para. 78).

17. The Department has strengthened coordination with its partners in the United Nations system in several regards. One main way is through its continued role as the convener of the Executive Committee on Economic and Social Affairs, in which the Department of Economic and Social Affairs coordinates the work of member entities and beyond as required, and provides a platform for coordination and exchange of information and inputs to major system events, such as it did for the United Nations Conference on Sustainable Development in 2012. The Department's Divisions jointly contribute by undertaking research and providing policy briefs to inform discussions of the Committee, and the Executive Committee on Economic and Social Affairs hosts a website which contains information relevant to its work, including publications of its member entities, as well as joint publications, such as the *World Economic Situation and Prospects*.

18. Furthermore, following the Conference, the Department led the process to develop an implementation matrix to organize and orient the United Nations system-wide efforts to advance the implementation of conference outcomes.[1] Since the adoption of General Assembly resolution 66/288 on the outcome of the Conference, "The future we want", the Executive Committee on Economic and Social Affairs (and other relevant United Nations entities, known as "ECESA Plus") have been meeting regularly to discuss specific issues pertaining to the Conference follow-up. The Department has supported these meetings through Issues Briefs, such as those entitled "Green jobs and social inclusion" (Issues Briefs No. 7, November 2011) and "Food security and sustainable agriculture" (ibid., No. 9, December 2011). The Department co-chairs, with UNDP, the United Nations System Task Team on the post-2015 development agenda, which was established by the Secretary-General in January 2012 to support the process by assembling more than 60 United Nations entities to provide analytical thinking and inputs. The Department also supports the High-level Political Forum on Sustainable Development by providing policy briefs, analyses and reports. In addition, under the leadership of the Department, ECESA Plus has been involved in the drafting of the Secretary-General's report on the mainstreaming of the three dimensions of sustainable development.

19. Representatives of other United Nations entities interviewed (UNEP, UNCTAD and the New York Regional Commission Office) acknowledged the

[1] http://sustainabledevelopment.un.org/unsystem/html.

important coordination role played by the Department of Economic and Social Affairs through the ECESA Plus mechanism, in particular the establishment of the High-level Political Forum and the Open Working Group on Sustainable Development Goals. However, they stated that more could be done to harmonize work methodologies and approaches, noting, for example, that economic surveys by the Department, UNCTAD and the regional commissions were based on different modelling techniques that could result in different figures. They further observed that since the Department expected to produce its first global Sustainable Development Report, there was an opportunity to harmonize methodologies with the regional commissions that were already producing their own respective sustainable development reports.

20. Coordination with United Nations system partners is also occurring at the Division level. As two examples, the Financing for Development Office supported two high-level meetings of the Economic and Social Council with the Bretton Woods institutions, the World Trade Organization (WTO) and UNCTAD, and the Statistics Division also undertook a project on gender statistics in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

21. The Department has also strengthened coordination with field-based entities. Its 2014-2015 strategic framework includes performance indicators linked to collaboration with field-based United Nations entities, as illustrated by the following example for subprogramme 1:

Expected accomplishment	Indicators of achievement
Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system	Increased number of United Nations system organizations, including the United Nations Development Group and United Nations country teams, preparing an action plan for the implementation of General Assembly and Economic and Social Council guidance on operational activities for development and developing strategic plans according to General Assembly quadrennial comprehensive policy review

22. One example of greater coordination is the United Nations Forum on Indigenous Issues, which is now being mainstreamed in the UNDAF processes at the country level. A further example is the Department's visible role in the resident coordinator induction course and UNDAF programming network, in which it discusses economic and social priorities and ensures cooperation in these areas.

23. With regard to clarifying partnership roles and responsibilities, OIOS identified several examples. They included discussions on this topic at the annual meetings of Division Directors in 2012 and 2013; notes from these meetings showed that the Department's partnership arrangements with other United Nations entities on several initiatives such as UN-Water and UN-Energy, as well as high-level meetings, was one of the agenda items covered. Another example is the Department's management of the Development Account (which is implemented by

10 Secretariat entities), where emphasis is placed on collaboration and partnering between relevant entities at the project level. The Account's management includes a Steering Committee and Technical Review Group in response to a recommendation by a 2012 OIOS audit on the Development Account. The Department drafted terms of reference for the Technical Review Group in which roles and responsibilities of different stakeholders in the project approval process were clearly defined.

24. In reviewing the Department's 2014-2015 strategic framework, OIOS noted that the Department has made efforts to better identify its partners and their expected roles and responsibilities at the subprogramme level. For example, the strategic framework states that the subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that Governments and other stakeholders would collaborate with the subprogramme in undertaking the proposed programme activities. However, greater clarity would be achieved if the "other stakeholders" were more explicitly identified and their roles and responsibilities defined.

25. The Department staff and partners interviewed stated that coordination between the Department and its United Nations partners is starting to improve, and the specific examples discussed above of projects and activities in which the Department has coordinated with one or more partners demonstrate that collaboration is growing. However, it is too early to determine the larger impact of the Department's efforts to strengthen its linkages with other entities in the United Nations system.

26. This recommendation has been implemented. However, OIOS encourages the Department to consider greater engagement with United Nations system partners for the purpose of further elaborating and clarifying the expected roles and responsibilities for its partners at the subprogramme level, particularly where such collaboration is deemed critical to the achievement of results.

Recommendation 3: Develop and implement a Department-wide publication and outreach strategy

In line with previous recommendations made by the Board of Auditors, this publication and outreach strategy should:

(a) Emphasize the importance of a specific, actionable dissemination strategy for each different type of publication;

(b) Fully leverage the relevant resources of the United Nations, such as the Department of Public Information;

(c) Include a plan to periodically and systematically measure the impact of the Department's publications (E/AC.51/2011/2, para. 79).

27. In order to more strategically focus its publications and outreach, the Department of Economic and Social Affairs established a Working Group on Publications in September 2011. Members of the Working Group included Department Division Directors, the Copy Preparation and Proofreading Section of the Department of General Assembly and Conference Management, and the Graphic Design Unit of the Department of Public Information. The Working Group concluded its work in May 2012, after convening five times during its nine-month tenure. The Working Group was established to serve as an internal review,

coordination and oversight mechanism to enhance the strategic publications programme of the Department of Economic and Social Affairs and to seek a balanced approach to expand the effective reach and audience of its intellectual content. At the conclusion of its work, the Working Group developed the Department of Economic and Social Affairs publications strategy, which was approved by the Under-Secretary-General in June 2012, and, according to Department staff interviewed, is now being implemented. The publications strategy is also in line with the Secretary-General's bulletin that established a Publications Board for the Secretariat.[2]

28. The Working Group developed and compiled the following documents to guide the Department in the production, printing and distribution of publications:

Department of Economic and Social Affairs printing guidelines	Includes information on determining number of print copies, colour versus black/white copies, etc.
Updated guidelines and question and answers on the Department of Economic and Social Affairs Publications Programme	Provides definitions of useful terms such as "official" and "unofficial" publications; information on Internet publishing, steps involved in preparing publications programme
Department for General Assembly and Conference Management document submission guidelines	Contains specific instructions on formats and submission deadlines for all types of publications — pre- and post-session documents
Graphic Design Unit submission guidelines	Contains guides on submitting text, images, illustrations, etc.
Graphic Design Unit promotional materials sampler	Contains samples of promotional materials, such as posters, booklets, banners, CDs and DVDs
Creative brief format	Provides the guidelines for formatting a creative brief
Step-by-step guide on "How to work with the Graphic Design Unit"	Contains process flowchart for getting work through the Graphic Design Unit

29. The Department of Economic and Social Affairs is also diversifying its outreach strategy in collaboration with the Department of Public Information Publication Unit, including increased usage of social media such as Facebook, Twitter and YouTube. In addition, the Working Group recommended continued exploration of possible new products to facilitate consolidation of reports and improve coordination across Department Divisions. These include an e-Library portal in collaboration with the Dag Hammarskjöld Library and other alternative delivery support products and practices to consolidate the Department's publications and archives, such as scanable postcards for new major publications instead

[2] ST/SGB/2012/2.

of printed books. These actions are also in line with the Secretary-General's bulletin on the Publications Board, which directs programmes to reduce the carbon footprint of the Organization by fostering digital publishing and localized printing (e.g., print-on-demand).[3]

30. Furthermore, in July 2013 the Department established an Editorial Board that is chaired by the Under-Secretary-General with the Assistant Secretaries-General as vice-chairs. The Board's terms of reference indicate that among its main functions is to promote outreach to enhance the impact of Department publications, and improve collaboration with the Department of Public Information, Executive Committee on Economic and Social Affairs, UNDG and other appropriate partners.

31. Positive changes resulting from these actions in response to the Committee for Programme and Coordination recommendation can already be noted. First, as noted in the table below, the Department of Economic and Social Affairs has made progress in reducing the number of its publications, as well as reducing its carbon footprint.

Table
Comparison of Department of Economic and Social Affairs publications between 2010 (actual) and 2014-2015 (planned)

	Planned			*Percentage of reduction*	
	2014	*2015*	*Actual 2010*	*2014*	*2015*
New titles published	70	74	112	37	34
Printed copies (for official use)	68 580	66 650	209 600	59	60

32. Additionally, the Department conducted a publications survey in August 2013 to determine the reach and impact of its publications. Results from the survey indicated a high level of satisfaction by readers: 81 per cent of readers surveyed regarded the publications as legitimate, authentic, accurate and reliable. Relevance was also ranked favourably, with 61 per cent of surveyed readers agreeing that they used the publications for their work or research.

33. This recommendation has been implemented.

Recommendation 4: Strengthen internal coordination and communication

> In addition to the steps already taken, as referenced [E/AC.51/2011/2, para. 80], the Department should further improve internal communication and coordination by:
>
> (a) Strengthening further linkages across divisions to coordinate work planning in cross-cutting thematic areas that maximize interdivisional synergies;
>
> (b) Establishing mechanisms to facilitate cross-divisional lesson learning.

34. The Department has undertaken a number of actions to strengthen internal coordination and communication, and Department of Economic and Social Affairs

[3] Ibid., para. 1.2.

staff interviewed noted that information-sharing with all staff continued to be a priority. At the Director level, the Department uses weekly meetings as a forum to coordinate work planning and share information, and notes of these meetings are shared with all staff. As one example, the minutes of the Directors' meeting held on 12 January 2012 showed that the agenda included "performance review for 2011 and priorities for 2012", in which each Division Director made a presentation on accomplishments from the previous year as well as priorities for the coming year. At that meeting, the Under-Secretary-General noted that sustainable development was a cross-cutting issue for the Department in which all the Divisions were to be involved, and further stressed that coordination and the need to deliver as one department was critical. Minutes of the weekly Directors' meetings are always shared with staff members.

35. Furthermore, to strengthen interdivisional coordination, the Under-Secretary-General assigned half of the divisions to each of the two Assistant Secretaries-General. The Assistant Secretaries-General are held responsible for improving and enhancing interdivisional cooperation in the Department and assisting the Under-Secretary-General to design and operationalize Department-wide approaches to cross-cutting issues. The Assistant Secretaries-General meet with each other and also hold regular meetings with the Division Directors whom they supervise to ensure that all Divisions under their umbrella know about each other's work and harness the synergies of the expertise in each of the two clusters and as a means of enhancing interdivisional coordination. This approach to strengthening internal synergies was explicitly mentioned in a 2013 Department internal memo, in which the Under-Secretary-General instructed that the Assistant Secretaries-General will be responsible for improving and enhancing interdivisional cooperation in the Department and assisting the Under-Secretary-General to design and operationalize departmental approaches to cross-cutting issues.

36. In addition, the Department also held regular staff meetings jointly with all Divisions to discuss substantive work and administrative issues, in addition to cross-divisional information-sharing. The meetings enabled staff members from all Divisions to share information and learn from each other's work. The agenda for an all-staff town hall meeting in May 2012 included several cross-divisional issues, such as:

- How to approach cross cutting-issues (gender mainstreaming, post-conflict transition/conflict prevention) and take a multidisciplinary approach
- Multi-year, results-based programming for the work cycle beginning 2014
- Briefings on Department capacity development portfolio and activities.

37. Furthermore, the Department has undertaken initiatives to enhance lesson learning across Divisions. As one example, in November 2013, a technical workshop hosted by the Division for Sustainable Development was held in New York to identify actions and tools for the post-2015 development agenda and capture lessons learned.[4] Some of the other Department Divisions also participated and made presentations at the workshop. Also, in April 2013, a special meeting of the Economic and Social Council on "External debt sustainability and development:

[4] http://water-l.iisd.org/events/beyond-the-wash-agenda-strengthening-capacity-for-wrm-in-the-post-2015-development-agenda/.

Lessons learned from debt crises and ongoing work on sovereign debt restructuring and debt resolution mechanisms" was hosted by the Financing for Development Office in which other Department Divisions also participated.[5]

38. Staff of the Department of Economic and Social Affairs who were interviewed indicated that as a result of the initiatives reported above, internal coordination and communication have been strengthened. They reported that the Divisions work less in silos and have greater opportunities to work together in a complementary manner through exchanging information and ideas and working jointly on projects. However, it is not possible to assess the full impact of this recommendation without a survey to determine if staff report greater coordination and communication across divisions.

39. This recommendation has been implemented.

III. Conclusion

40. The mandate of the Department of Economic and Social Affairs to promote and support international cooperation in the pursuit of eradication of poverty and hunger, sustained economic growth, and sustainable development is complex. Its work programme, covering the broad areas of policy analysis, support to intergovernmental processes and capacity development, requires clearly defined work strategies, strong partnerships and well-functioning internal coordination in order to achieve results. The steps taken by the Department to sharpen its focus and enhance its performance, in response to the recommendations made by the Committee for Programme Coordination, are important to maximize its added value within the larger United Nations system.

41. To further increase its effectiveness, the Department could continue to capitalize on its particular comparative advantages and focus its work accordingly on its unique role as convener and facilitator of United Nations intergovernmental processes, and the associated normative, analytical and capacity development support that goes with it. In doing this, it could continue to work on further strengthening its self-evaluation capacity and further clarifying partner roles and responsibilities.

(*Signed*) Carman L. **Lapointe**
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[5] http://www.un.org/esa/ffd/ecosoc/debt/2013/index.htm.

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United Nations system support for the New Partnership for Africa's Development

Report of the Secretary-General

Summary

The present report provides an overview of activities undertaken by the United Nations system in support of the New Partnership for Africa's Development (NEPAD) since June 2013. It is organized around the nine clusters established under the Regional Coordination Mechanism of the United Nations agencies working in Africa, convened by the Economic Commission for Africa.

The need for the United Nations to provide more focused and coordinated support to African countries to implement the recommendations made in the outcome document of the United Nations Conference on Sustainable Development is reiterated in the report, as is the need to ensure that Africa's priorities are reflected in the formulation and implementation of the post-2015 development agenda. United Nations entities are called upon to align their support with the priorities defined in the African Union Commission Strategic Plan 2014-2017 and the NEPAD Strategic Framework 2014-2017, as well as for the formulation and implementation of the African Union Agenda 2063.

* E/AC.51/2014/1.

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I. Introduction

1. At its forty-fifth session, the Committee for Programme and Coordination recommended that the General Assembly request the Secretary-General to report to the Committee at its forty-sixth session, and annually thereafter, on the support provided by the United Nations system to the New Partnership for Africa's Development (NEPAD), a programme of the African Union (see A/60/16, para. 237). The request was endorsed by the Assembly in its resolution 68/20.

II. Support for the implementation of the New Partnership for Africa's Development

2. The present report describes activities undertaken by the United Nations system in support of NEPAD since June 2013, organized around nine thematic clusters corresponding to the priorities of NEPAD. It was prepared on the basis of inputs received from the organizations, funds, programmes and specialized agencies of the United Nations system as well as departments of the Secretariat in response to the request of the Office of the Special Adviser on Africa for contributions regarding key activities, programmes and projects implemented in the period 2013-2014, highlighting results and impact in both qualitative and quantitative terms.

A. Infrastructure development

3. The infrastructure cluster coordinated by the Economic Commission for Africa (ECA) comprises four subclusters: energy; information and communications technology; transport; and water and sanitation.

4. During the review period, the United Nations system continued to support the implementation of the Programme for Infrastructure Development in Africa. In preparation for the forthcoming Dakar Financing Summit for Africa's Infrastructure, to be held in June 2014, ECA convened a meeting of global experts in finance, planning and infrastructure in October 2013 in Lusaka. The meeting set the pace for quantum and incremental financing for implementation of the Programme and validated 16 regional infrastructure projects that will be featured at the summit.

5. In respect of energy, cluster members supported the development and mainstreaming of a gender-sensitive bioenergy framework and policy guidelines for Africa to scale up the sustainable use of bioenergy. The resulting African Bioenergy Framework and Policy Guidelines were launched in September 2013, to promote local employment in bioenergy.

6. The World Bank, a co-chair of the Sustainable Energy for All initiative of the Secretary-General, continued to provide technical assistance to countries. The World Bank provided $1.2 billion to support Africa's energy sector and funded regional projects such as the Rusumo Falls hydroelectric and multipurpose project serving Burundi, Rwanda and the United Republic of Tanzania. The International Finance Corporation developed a number of vehicles, including specialized equity funds, to attract institutional investors and channel resources to projects, particularly in infrastructure.

7. The United Nations Development Programme (UNDP) collaborated with the NEPAD Planning and Coordinating Agency to operationalize the Africa Platform for Development Effectiveness in the area of sustainable energy. With the support of the African Union Commission and the African Development Bank, they convened three consultations that resulted in the development of three interconnected frameworks to guide the implementation of the Sustainable Energy for All initiative in Africa. UNDP also supported the NEPAD Planning and Coordinating Agency and the African Union Commission in the establishment of the African Sustainable Energy for All hub and the implementation of the strategy for decentralized energy solutions complemented by a joint resource mobilization initiative.

8. The United Nations Industrial Development Organization (UNIDO) and the Economic Community of West African States (ECOWAS) collaborated to establish regional centres for renewable energy and energy efficiency, in order to increase access to modern energy services and improve energy security in West Africa. UNIDO also provided electricity to several rural areas in Africa. For instance, over 25,000 people in Zambia were provided access to electricity through the realization of three renewable energy mini-grids.

9. In the information and communications technology (ICT) sector, through a project on harmonizing ICT policies in sub-Saharan Africa, the International Telecommunication Union (ITU) supported the efforts of countries to incorporate subregional model laws into national legislation and assisted in updating laws and policies to reflect the current technological environment.

10. In respect of water and sanitation, the World Bank provided $1.1 billion for water management through the Senegal River Basin water resources project, benefiting Guinea, Mali, Mauritania and Senegal. UNDP, the Global Environment Fund and the International Atomic Energy Agency (IAEA) collaborated to assist African countries in building capacity in integrated water resource management using nuclear and isotopic techniques. These efforts resulted in a regional agreement among Chad, Egypt, Libya and the Sudan on joint management of a shared aquifer.

11. In respect of transport, ECA spearheaded the establishment of the Africa Corridor Management Alliance, which brings together major corridor management organizations in Africa, including the northern corridor, Walvis Bay corridor, Maputo corridor, Abidjan-Lagos corridor and the Ports Management Association for Eastern and Southern Africa. The Alliance contributed to strengthening transport corridors.

12. Cluster members focused their activities on road safety and transport facilitation, and on the development of the Trans-African Highway. ECA collaborated with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the World Bank and the African Union Commission to formulate the Intergovernmental Agreement on the Trans-African Highway, in order to improve the access of landlocked developing countries to seaports and trade and to harmonize transport flows among African countries.

B. Governance

13. The governance cluster, coordinated by UNDP, comprises four subclusters: democracy and governance; economic and corporate governance; human rights; and public service and administration.

14. During the review period, the cluster supported the African Governance Architecture and Platform by providing technical assistance to election management bodies and observation processes. Cluster members also supported the implementation of the Human Rights Strategy for Africa and the African Peer Review Mechanism. The cluster further supported the formulation of Agenda 2063, the African Union's 50-year vision and the pan-African global strategy to optimize use of Africa's resources for the benefit of all Africans, by organizing three dialogue forums and preparing a regional report and policy briefs.

15. Following the decision of the African Union to include various health indicators in the African Peer Review Mechanism, including indicators on AIDS, tuberculosis, malaria, and maternal, new born and child health, the Joint United Nations Programme on HIV/AIDS (UNAIDS) and UNDP supported the African Union Commission in organizing a regional meeting. The meeting culminated in an agreement to include four core indicators related to access to HIV treatment and to combating violence against women, in the global AIDS response progress reporting guidelines.

16. The United Nations Democracy Fund provided financial support to 18 new projects during the review period, the majority of which were implemented by local civil society organizations. UNDEF enhanced the civic participation of non-governmental organizations in elections and politics in Cabo Verde, strengthened women and youth participation in local government in Benin and Kenya, and fostered dialogue between leaders and citizens in rural communities in Madagascar. UNDEF also enhanced the capacity of community groups in Nigeria to utilize the Freedom of Information Act and supported improved access to social services for people with disabilities in Rwanda.

17. Throughout 2013, cluster members supported activities to commemorate the tenth anniversary of the African Peer Review Mechanism. ECA published a report entitled "Capturing the twenty-first century: APRM best practices and lessons learned" and "The APRM and land reforms in Africa: enhancing good governance in land management". ECA also initiated a forum on promoting the APRM codes and standards on corporate governance in southern Africa, at which the implementation of corporate governance instruments, frameworks and mechanisms were reviewed.

18. The Office of the Special Adviser on Africa, the Department of Public Information and the secretariat of the African Peer Review Mechanism engaged leaders of the African diaspora and civil society organizations in a dialogue held at United Nations Headquarters in October 2013 on the perspectives on transformative governance and the African Agenda 2063. The dialogue raised awareness about the Mechanism as the unique governance flagship of the African Union and led to policy recommendations for improving popular participation in transformative governance on the continent vis-à-vis Agenda 2063.

19. The United Nations Office on Drugs and Crime (UNODC) supported the implementation of the ECOWAS regional action plan against illicit drug trafficking,

organized crime and drug abuse. Through the West Africa Coast Initiative, UNODC worked with the Department of Peacekeeping Operations, the Department of Political Affairs and the International Criminal Police Organization (INTERPOL) to improve national capacities, cooperation and intelligence-gathering in Liberia, Guinea-Bissau and Sierra Leone. UNODC collaborated with the World Customs Organization to support eight West African countries in the installation of joint airport interdiction task forces at priority international airports in Benin, Cabo Verde, Côte d'Ivoire, Ghana, Mali, Nigeria, Senegal and Togo, where they have been instrumental in making drug seizures.

20. Through its Maritime Crime Programme, UNODC supported Kenya, Mauritius and Seychelles in prosecuting and detaining suspected pirates and in developing anti-piracy communication strategies. UNODC also supported prison reform that led to the development of a comprehensive strategy on alternatives to imprisonment in Kenya.

21. UNODC, together with the Southern African Development Community (SADC), supported the implementation of a regional project that strengthened the capacity of eight member States to implement the United Nations Convention against Transnational Organized Crime and the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the Convention.

22. The United Nations Conference on Trade and Development (UNCTAD) provided technical assistance to Burundi, Djibouti, Kenya, Lesotho, Nigeria, Rwanda and Zambia in the implementation of their investment policy review recommendations. UNCTAD activities led to the creation of an investment promotion agency in Burundi and the Presidential Council on Investment in Burkina Faso. UNCTAD also contributed to the modernization of Kenya's Investment Promotion Act and the use of a model bilateral investment treaty in Sierra Leone.

23. In Egypt, the global compact local network identified small and medium enterprises as crucial business actors in need of greater capacity-building with regard to anti-corruption efforts. The project developed a guidance manual for such enterprises to assist them in formulating anti-corruption policies and practices. In addition, an integrity pledge for those enterprises and multinational enterprises was developed to aid in measuring and demonstrating the commitment of small and medium enterprises to preventing corruption.

24. In November 2013, UNCTAD also organized the 16th Africa Oil, Gas and Minerals, Trade and Finance Conference and Exhibition in the Niger. The conference provided a platform to discuss issues of transparency and accountability in the management of extractive industries, resulting in the adoption of a resolution calling for targeted actions to implement the Africa Mining Vision on governance, capacity and local content development, and the empowerment of women in the extractive industries.

C. Peace and security

25. The peace and security cluster, co-chaired by the United Nations Office to the African Union, on behalf of the Department of Political Affairs and the African Union Peace and Security Council, comprises four subclusters: the African Peace

and Security Architecture; post-conflict reconstruction and development; emergency preparedness and response; and transitional justice.

26. The United Nations Office to the African Union supported the strategic partnership of the United Nations with the African Union in peace and security through continued implementation of the joint United Nations-African Union workplan on the operationalization of the African Peace and Security Architecture, especially the African Standby Force. The Office provided support for developing and refining African Union policies and guidelines for conflict prevention and peace support operations, including disarmament, demobilization and reintegration, and security sector reform guidelines, standard operating procedures for basic operating security standards, the African Union Mine Action Strategic Framework, assessment of the African Standby Force doctrine, and protection of civilian guidelines for the Lord's Resistance Army initiative. At operational levels, the Office provided technical assistance and mission support to African Union engagements in the Central African Republic and in Mali and participated in the joint review of the African Union Mission in Somalia.

27. In 2013, the United Nations Children's Fund (UNICEF) collaborated with the Special Representative of the Secretary-General for Children and Armed Conflict to deploy child protection specialists in peace support operations and align domestic legislation with child protection and child rights instruments.

28. The Office for the Coordination of Humanitarian Affairs provided support to strengthen the capacity of regional economic communities to coordinate humanitarian assistance, fundraise and manage funds. In particular, the Office shared best practices and provided guidance in developing disaster management policies; facilitated training on humanitarian civil-military coordination; and assisted in establishing systems for rapid response funds and other disaster management resources. In 2013, the Office conducted civil-military coordination assessment and support missions in the Central African Republic and the Democratic Republic of the Congo, and training courses in Kenya and Uganda. The Office also assisted the regional vulnerability assessment committee of SADC in shaping a unified approach to assessing urban vulnerability.

29. In October 2013, on the margins of the high-level thematic debate of the General Assembly on the promotion of investment in Africa and its catalytic role in achieving Africa's development objectives, including those of NEPAD, the Office of the Special Adviser on Africa collaborated with the Office for the Coordination of Humanitarian Affairs and the African Union Commission to organize a briefing by regional economic communities to Member States on building the resilience and capacity of African countries, regional and subregional institutions to pre-empt and respond to humanitarian crises and disasters. The briefing enabled participants to identify relevant capacity needs for strengthening resilience and responding to humanitarian crises in Africa.

30. The Office of the United Nations High Commissioner for Refugees (UNHCR) strengthened its regional response capacity in Senegal and its field presence and coordination capacity in Burkina Faso and the Niger, greatly improving the protection and assistance provided to Malian refugees. UNHCR also strengthened its operational capacity in Mali, South Sudan and in countries receiving refugees from the eastern Democratic Republic of the Congo, facilitating improved access to and distribution of emergency assistance.

31. The International Maritime Organization (IMO) continued its collaboration with UNODC to counter piracy off the coast of Somalia and in the Gulf of Aden. More than 300 trainees benefited from a skill-based training programme on coast guard functions, including operational, technical and logistical functions. Similar collaborative efforts are ongoing in west and central Africa.

D. Agriculture, food security and rural development

32. The agriculture, food security and rural development cluster is co-chaired by the African Union Commission and the Food and Agriculture Organization of the United Nations (FAO).

33. During the reporting period, the cluster achieved substantial results in implementing the Comprehensive Africa Agriculture Development Programme (CAADP) and supporting Africa's agricultural sector, including by strengthening country ownership and leadership, mobilizing political, financial and technical support and engaging diverse regional and national actors.

34. The provision by FAO of technical support to implement the Comprehensive Africa Agriculture Development Programme assisted countries in signing compacts and in preparing CAADP national agricultural and food security investment plans. It also supported countries in applying for funding for such plans from the Global Agriculture and Food Security Programme. Of the 16 countries that were supported, 15 successfully obtained a combined total of $563 million from the Global Agriculture and Food Security Programme. Through the Renewed Efforts Against Child Hunger initiative, FAO, the World Food Programme (WFP), the World Health Organization (WHO) and UNICEF provided technical and financial support to African countries in respect of the CAADP nutrition capacity development initiative for mainstreaming nutrition in CAADP investment plans and processes.

35. In support of the Comprehensive Africa Agriculture Development Programme, the World Bank's lending for agriculture, food security and rural development amounted to $786 million in addition to the $63 million provided under the CAADP multi-donor trust funds. These included $60 million additional financing for Mali under the West Africa Agricultural Productivity Programme and $122 million for the regional pastoral livelihoods recovery and resilience project covering Kenya, Uganda and the Intergovernmental Authority on Development. In 2013, CAADP multi-donor trust fund grants were awarded to ECOWAS and SADC and for the development and launch of the African Union/NEPAD initiative on sustaining CAADP momentum.

36. In July 2013, FAO partnered with the African Union Commission to organize a high-level meeting on the theme "Towards African renaissance: renewed partnership for unified approach to end hunger in Africa by 2025 within the CAADP framework", to galvanize agreement on principles and concrete actions to end hunger and malnutrition in Africa, including through engagement of public and private actors. As a result of the meeting, African Union leaders endorsed a declaration to end hunger by 2025.

37. In July 2013, UNICEF supported the organization of the fifth meeting of the African Task Force on Food and Nutrition Development that reviewed the African regional nutrition strategy and produced a nutrition scorecard. The African Union,

the European Union and WHO collaboratively supported capacity development on food and hygiene inspection for more than 29 African countries. WHO also worked with FAO and the African Union Commission to establish an African food safety coordination mechanism and a rapid alert system for food and feed.

38. In October 2013, in advance of the African Union's Year of Agriculture and Food Security in Africa, WFP joined partners to celebrate the 2013 Africa Food and Nutrition Security Day in Niamey. The theme of the celebration was "Towards African renaissance: achieving the right to adequate food and nutrition" and focused on a study on the cost of hunger in Africa. The celebration yielded a series of recommendations, including better coordination of nutrition systems and programmes; multisectoral approaches; supporting nutrition-sensitive action; and putting in place the multiple building blocks of food security, from land rights to agricultural extension services and social protection schemes.

39. In order to help the Sudan and Ethiopia to diversify their traditional agricultural commodity exports, the Common Fund for Commodities facilitated the production, marketing and export of organic bananas. As a result, the Sudan is now exporting organically-grown bananas and Ethiopia is restoring its banana export sector.

E. Industry, trade and market access

40. The cluster, co-chaired by the African Union Commission and UNIDO, supported African regional and subregional organizations in building productive capacity for trade, market access and continent-wide sustainable industrialization.

41. UNIDO continued to work with the African Union Commission, the regional economic communities and African countries to implement the action plan for accelerating the industrial development of Africa, a strategy aimed at mobilizing financial and non-financial resources to increase Africa's competitiveness. Within the framework of the Africa/Accelerated Agribusiness and Agro-industries Development Initiative, UNIDO, FAO and the International Fund for Agricultural Development (IFAD) enhanced the comparative advantages of African countries in developing competitive agro-value chains, including for red meat and cow peas in the Niger, bananas in Uganda and cashew nuts in the United Republic of Tanzania.

42. In the Democratic Republic of the Congo, UNIDO implemented a project to develop the agro-processing sector for livelihoods recovery and job diversification, enabling local populations, particularly women and youth, to gain marketable skills in food processing and food hygiene. In addition, the project established a new electrical cabin at the processing centre, enabling 800 people in surrounding villages to access electricity.

43. With regard to trade, the World Trade Organization (WTO) trained over 650 candidates from Africa in various WTO subjects. WTO continued to increase its support for the Group of African States in Geneva, including by supporting the preparations of African positions for the ninth Ministerial Conference of the World Trade Organization. The Conference resulted in a successful outcome and galvanized the preparation of a post-Bali work programme on the remaining Doha Development Agenda issues.

44. Under the Enhanced Integrated Framework for Trade-Related Technical Assistance for Least Developed Countries, 23 of the 33 African countries covered under the Framework have mainstreamed trade in their national development plans. By early 2014, the number of tier 1 projects increased to 46, with a focus on addressing trade constraints, economic growth and institutional capacity-building.

45. The number of tier 2 approved projects increased by 10, bringing the total to 24 projects. Projects included promoting the Arabic gum sector in Chad; improving the export competitiveness of vanilla, ylang ylang and cloves in the Comoros; commercializing and adding value to mango and mango products in Guinea; and improving the competitiveness of the hides and skins value chain in the Niger.

46. In July 2013, the fourth Global Review on Aid for Trade on the theme "Connecting to value chains" provided an opportunity to examine strategies for African countries and least developed countries to connect and move up in international value chains. As a result, WTO ministers reaffirmed their commitment to the concept of aid for trade, noting that the new aid for trade work programme should be framed by the post-2015 development agenda, with a focus on trade facilitation, trade finance, labour skills, investment environment and infrastructure.

47. In collaboration with the Maghreb Economic Forum, ECA brought together African senior professionals in banking and stock markets, investors and academics to promote the role of the private sector in regional integration. The initiative resulted in the establishment of a Maghreb investment fund and a platform for exchange on upgrading and aligning national financial systems with international standards.

48. Through the Enhancing Arab Capacity for Trade programme, the International Trade Centre (ITC) worked with local organizations in Algeria, Egypt, Morocco and Tunisia to strengthen the international competitiveness of small and medium enterprises and contribute to job creation. For instance, in order to promote South-South trade in Egypt, the programme served to strengthen the skills of businesses in the halal market sector, leading to a fourfold increase of processed food exports to Malaysia.

49. The UNCTAD Automated System for Customs Data strengthened its presence in Africa, reaching 41 countries. In the field of customs automation, the System has reduced costs and clearance times, increased revenue collection and provided accurate and timely international trade statistics. In 2013, Rwanda implemented the Rwanda Electronic Single Window, using the latest System technology that connects 20 other governmental agencies, commercial banks, customs agents and transporters using the Internet.

50. Through its programme for building African capacity for trade (PACT II), ITC supported regional integration in the Common Market for Eastern and Southern Africa, the Economic Community of Central African States and ECOWAS. ITC assisted 3,157 African small and medium enterprises and microproducers in improving their export capacity, strengthening market linkages and increasing export revenues in high-potential sectors such as mango, leather and coffee.

51. A joint project of ITC and the Organisation internationale de la Francophonie increased trade between 14 African countries and 3 Mekong countries, namely, Viet Nam, Cambodia and the Lao People's Democratic Republic. Achievements in 2013 included the conclusion of technology transfer agreements between Viet Nam and

Burkina Faso in the cashew nut sector, and the establishment of direct cooperation between banks in the two regions, which will significantly reduce transaction time and costs.

F. Environment, population and urbanization

52. The cluster continued to address challenges relating to environmental degradation, population growth and migration, the rapid growth of cities and the lack of demographic statistics.

53. During the review period, the cluster supported African countries in the follow-up and implementation of the outcomes of the United Nations Conference on Sustainable Development held in Rio de Janeiro, Brazil, in June 2012, the ongoing deliberations on the post-2015 development agenda and the preparation of conferences on climate change and desertification.

54. In April 2013, the Department of Economic and Social Affairs coordinated a thematic debate, jointly organized by the General Assembly and the Economic and Social Council, on the role of partnerships in the implementation of the post-2015 development agenda. The debate raised awareness and strengthened capacity in respect of the role of sustainable energy, transportation and food security in boosting Africa's productive capacity and industrial transformation.

55. The Office of the Special Adviser on Africa collaborated with ECA, the United Nations Population Fund, UNIDO, the African Union Commission and the NEPAD Planning and Coordinating Agency to organize a series of high-level panel discussions for the African group at the United Nations Headquarters on the post-2015 development agenda and the implementation of the outcome document of the United Nations Conference on Sustainable Development entitled "The future we want". As a result, the Group of African States strengthened its coherence and coordination capacities needed to formulate a unified position on African priorities and to develop strategies to ensure its incorporation in the post-2015 development agenda and in the implementation of the outcome document, including the sustainable development goals.

56. In November 2013, the Office of the Special Adviser on Africa worked closely with ECA, UNDP, the African Union Commission and the African Development Bank to support African countries in preparing the outcome document of the African regional consultation on the sustainable development goals. The effort contributed to the African common position on the post-2015 development agenda, which was adopted by African leaders in January 2014.

57. The United Nations Environment Programme (UNEP), in its capacity as the secretariat of the African Ministerial Conference on the Environment, together with NEPAD and the African Union Commission, organized a consultative meeting of African ministers of environment in November 2013 in Poland, prior to the high-level segment of the nineteenth Conference of the Parties to the United Nations Framework Convention on Climate Change. The meeting enabled African ministers to refine their strategy for negotiation and for engagement with other relevant parties during the high-level segment.

58. The United Nations Convention to Combat Desertification, the African Union Commission, the NEPAD Planning and Coordinating Agency, SADC, the African

Forest Forum and UNEP jointly organized the African regional preparatory meeting for the eleventh session of the Conference of the Parties, enabling African parties to strengthen their capacities to negotiate effectively in support of the African common position.

59. The Forum on Forests strengthened sustainable forest management in Africa through a project on facilitating financing for sustainable forest management in Africa and least developed countries. The project produced a common forest financing strategy for Africa, least developed countries, small island developing States and low forest cover countries, as well as a series of policy briefs on forest financing in Africa and fact sheets on forest financing in Tunisia, Uganda and the United Republic of Tanzania.

60. During the reporting period, the World Bank provided $1.3 billion for environment, population and urbanization, including continued support for the Great Green Wall Initiative. World Bank assistance to TerrAfrica provided a more efficient and effective response to country demand for sustainable land and water management.

61. The United Nations World Tourism Organization organized an international conference on African tourism in Tunisia, enabling African countries to explore ways and means to enhance their tourism sectors, including by addressing visa facilitation, air connectivity and technology. The organization also organized a capacity-building workshop on tourism policy and strategy in Côte d'Ivoire and offered policy and strategic guidance for tourism development to the Governments of Togo and Uganda.

62. Through the sustainable tourism master plan of the Intergovernmental Authority on Development, ECA provided a blueprint for further development and implementation of tourism strategies within the member States of the Authority. The master plan will strengthen domestic and regional tourism, contributing to economic growth and regional integration.

63. UNFPA collaborated with ECA, the African Union Commission and Statistics South Africa to support the ISIbalo capacity-building programme in developing the capacity of young African statisticians in census data production and dissemination using new technologies. The support enhanced the capacity of experts to successfully implement the 2010 and 2020 rounds of the population and housing census, integrate statistics into decision-making and promote the use of timely quality data for sustainable development.

64. In October 2013, UNFPA, ECA, the African Union Commission and UNICEF jointly organized the African Regional Conference on Population and Development in Addis Ababa, which was attended by African ministers in charge of planning/development, health, gender and population, and representatives from civil society, youth and the regional economic communities. The Conference culminated in the adoption of the Addis Ababa Declaration on Population and Development in Africa Beyond 2014, inculcating an African common position on the International Conference on Population and Development beyond 2014.

65. Through its Africa Capacity Building Centre, the International Organization for Migration (IOM) enhanced regional collaboration on cross-border mobility and migration. IOM trained 300 border officials, refurbished 10 border points and provided power supplies for 15 others. The border improvements included the

installation of migration information and data analysis systems along the borders of several African countries, the establishment of standard operating procedures, the pilot operationalization of one-stop border posts, and the training of 25 senior immigration officials.

G. Social and human development

66. The social and human development cluster continued to align its programme of work with NEPAD priorities.

67. The Campaign on Accelerated Reduction of Maternal Mortality in Africa, launched by the African Union Commission with the support of UNFPA, has been implemented by many African countries at the national, district and State levels. As a result, Cameroon is opening eight midwifery schools, with over 200 midwives completing training, and Sierra Leone has introduced free medical services for pregnant women and their babies.

68. Lending by the World Bank for social and human development during the review period amounted to $1.9 billion. This included $675 million for education, $395 million for health, $484 million for social protection and $320 million for skills, youth employment and community development projects. In addition, $140 million was provided to support regional centres of excellence in West Africa, and $10 million was provided for disease surveillance in ECOWAS countries.

69. Through its entrepreneurship curriculum programme, which aims to strengthen entrepreneurial and commercial skills among youth, UNIDO trained more than 1 million young Africans and approximately 7,000 teachers in Angola, Cabo Verde, Côte d'Ivoire, Mozambique, Namibia, Rwanda, Sierra Leone, Uganda and the United Republic of Tanzania.

70. IAEA offered regional and national training courses and workshops, conducted expert missions, facilitated scientific visits and placed national candidates in specialized institutions to build human resources capacity in the areas of human health, food and agriculture, water resources management, environmental protection, sustainable energy development and uranium mining. From May 2013 to January 2014, IAEA awarded 334 fellowships and facilitated 90 scientific visits, delivering more than 1,780 person-months of training. IAEA also offered 54 training courses, training 707 participants from Africa.

71. In 2013, UNDP partnered with the NEPAD Planning and Coordinating Agency to provide technical support to the African medicines regulatory harmonization project, including through reviewing and redrafting the African Union draft preliminary model law on medicines regulation harmonization to revise and incorporate relevant intellectual property language.

72. At the Special Summit on HIV/AIDS, Tuberculosis and Malaria held in Abuja in 2013, UNAIDS, WHO and the African Union Commission collaborated with other stakeholders to launch the Treatment 2015 Initiative, which aims to accelerate and scale-up anti-retroviral therapy to outpace the HIV epidemic.

H. Science and technology

73. The science and technology cluster focuses on the implementation of Africa's Science and Technology Consolidated Plan of Action, which is a NEPAD plan built on the three interrelated pillars of capacity-building, knowledge production and technological innovation.

74. During the reporting period, ITU collaborated with the African Union Commission to implement the African Observatory of Science, Technology and Innovation. ITU completed a feasibility study for the initiative's data-collection platform and network design to enhance the use of science, technology and innovation and improve the well-being of the African community.

75. ITU continued to support the NEPAD e-schools initiative by strengthening the ICT skills of African teachers and school managers and by imparting ICT skills and knowledge to primary and secondary school students, in order to facilitate their future functionality in an information society and knowledge economy.

76. Under the Connect School Connect Community initiative, ITU worked with various African Governments to connect schools in remote, rural and underserved areas to broadband Internet services and to foster community ICT centres, enabling schoolchildren and local communities to access ICT and computing devices. ITU also implemented a network of centres of excellence in Africa to promote the use of ICT in education.

77. The World Intellectual Property Organization (WIPO) supported innovation in research and development through technical support for the establishment of technology and innovation support centres in African countries, resulting in the establishment of such centres in Burkina Faso, Cameroon, the Congo, Côte d'Ivoire, Ghana, Kenya, the Niger, Sao Tomé and Principe, Senegal and the United Republic of Tanzania, to address technological needs in the agro-foods sectors. In Egypt, WIPO and the Academy of Scientific Research and Technology completed modules for the training of trainers, and five key trainers from the Academy obtained masters degrees on intellectual property from the University of Turin. As a result, Egypt was included in the Global Network of Intellectual Property Academies.

I. Communication, advocacy and outreach

78. The advocacy and communications cluster, co-chaired by the African Union Commission and the Office of the Special Adviser on Africa, continued to undertake advocacy and promote public information for NEPAD.

79. In April 2013, the Office of the Special Adviser on Africa collaborated with ECA, the Department of Public Information and the African Union Commission to launch the *Economic Report on Africa 2013: Making the Most of Africa's Commodities — Industrializing for Growth, Jobs and Economic Transformation* at United Nations Headquarters. The event increased global awareness of the industrialization and value addition dimensions of Africa's transformative agenda. The UNCTAD *Economic Development in Africa Report 2013: Intra-African Trade — Unlocking Private Sector Dynamism* provided insights on how to strengthen Africa's private sector to boost intra-African trade.

80. In September 2013, the Office of the Special Adviser on Africa partnered with the private sector to organize the annual African Heads of State and Government investment working lunch to promote Africa as an investment destination. The event was attended by the President of Uganda, the Vice President of South Sudan, the Chair of the African Union Commission and ministers from Ghana, Nigeria and Rwanda, who raised awareness on African investment opportunities, with a view to supporting the African Union's domestic resource mobilization strategy.

81. In October 2013, the Office of the Special Adviser on Africa spearheaded the organization of the annual Africa Week, in collaboration with NEPAD, the Department of Public Information, ECA, the African Union, the NEPAD Planning and Coordinating Agency and the secretariat of the African Peer Review Mechanism. The week featured a series of events, including a high-level panel discussion to commemorate the tenth anniversary of the Mechanism, a briefing to Member States and the United Nations system and a dialogue with non-governmental organizations, academia, the African diaspora, media, and youth and women's groups. The Department of Public Information organized a press briefing and media interviews for the Chief Executive Officer of the NEPAD Planning and Coordinating Agency, the Special Adviser to the Secretary-General on Africa and senior officials of the Mechanism. The Department of Public Information also published and distributed joint press releases and media advisories with the Agency. The week raised awareness about Africa's development and governance agendas at the global level. The General Assembly in its high-level thematic debate on the promotion of investment in Africa renewed international commitments to support NEPAD and the Mechanism.

82. The Department of Public Information actively used social media networks, including Facebook and Twitter, to promote Africa's economic development agenda. By the end of January 2014, its English-language Twitter account had more than 45,400 followers, and its French version gathered 19,000 followers. In 2013 alone, 55 *Africa Renewal* magazine articles were recirculated more than 1,240 times in media outlets in Africa and elsewhere. In February 2014, the Department published a special edition of *Africa Renewal* to commemorate the tenth anniversary of the Comprehensive Africa Agriculture Development Programme and the African Union declaration of 2014 as the Year of Agriculture and Food Security in Africa.

83. ECA provided advocacy support to the NEPAD Coordinating and Planning Agency through the production and dissemination of *NEPAD Today*, a weekly electronic newsletter published in English and French and disseminated widely to over 10,000 readers in Africa and globally. The newsletter generates public support for NEPAD by aggregating stories from dozens of news sources, and focusing on priority areas of the African Union and its NEPAD programme.

84. The President of the World Bank joined the Secretary-General in visiting the Great Lakes and Sahel regions to underscore the importance of development in promoting peace, security and stability. During both visits, the development community pledged financial resources to improve such areas as health, education, nutrition, access to energy, social protection and job training, including $1 billion for the Great Lakes region and approximately $8.25 billion for the Sahel region for social safety nets to help families weather economic adversity and natural disasters, improve infrastructure and create opportunities in rural areas.

85. To commemorate the 2013 Africa Industrialization Day, UNIDO coordinated worldwide activities in Vienna, New York, Geneva, Brussels and all 20 UNIDO Africa field offices, creating a platform for the private sector, policymakers and donors to exchange best practices and local experiences in order to enhance labour markets and business environments in Africa. At United Nations Headquarters, UNIDO collaborated with the Office of the Special Adviser on Africa and the African Union Commission to organize a high-level event on the theme "Job creation and entrepreneurship development: a means to accelerate industrialization in Africa".

III. Policy issues in the implementation of the New Partnership

A. Strengthening of the cluster system and enhanced United Nations-African Union cooperation

86. During the reporting period, the United Nations system strengthened its support for the implementation of NEPAD and the 10-year capacity-building programme for the African Union. The Regional Coordination Mechanism was strengthened through improved information-sharing increased intracluster activities and frequent cluster meetings that enhanced the level and quality of the cooperation. The mainstreaming of cross-cutting issues within the clusters, particularly gender and youth issues, was also enhanced significantly. All nine thematic clusters of the Mechanism developed demand-driven business plans and work programmes based on the key priorities of the African Union and its NEPAD programme. As a result, the Mechanism has been leveraged as a veritable tool for supporting Africa's agenda, including in respect of global and continental processes on the negotiations in respect of the United Nations Conference on Sustainable Development, climate change, the post-2015 development agenda and Agenda 2063.

87. The Regional Coordination Mechanism decided to hold its future sessions back-to-back with the annual ECA Conference of African Ministers of Finance, Planning and Economic Development in order to provide a platform for United Nations leadership to engage directly and effectively with African ministers and gain further perspectives on Africa's development aspirations.

88. The second triennial review of the 10-year capacity-building programme for the African Union and the initiative on a regional development cooperation framework will among others bolster resource mobilization in support of the Regional Coordination Mechanism.

B. Support for the mobilization of financial resources for the implementation of NEPAD

89. During the review period, UNDP collaborated with the NEPAD Planning and Coordinating Agency and ECA to produce a report on domestic resource mobilization, which will form the background document to the forthcoming financing summit for Africa's infrastructure development, to be held in Dakar. ECA, serving as the secretariat of the High-level Panel on Illicit Financial Flows from Africa, also commissioned background studies on the status of such flows in Africa.

90. The Office of the Special Adviser on Africa, as a co-organizer of the fifth Tokyo International Conference on African Development with Japan, UNDP, the World Bank and the African Union Commission, provided substantive inputs into the various preparatory and outcome documents of the Conference, as well as support for leveraging the Commission's bargaining powers. The outcome of the Conference was a commitment of $32 billion from Japan for Africa's development over the next five years.

91. In January 2014, the United Nations Educational, Scientific and Cultural Organization (UNESCO) organized a fundraising event for the African World Heritage Fund, raising $3 million in pledges to support the promotion of Africa's rich natural and cultural heritage for economic growth.

92. Of the 18 active extended credit facilities of IMF, 13 active extended credit facilities arrangements are benefiting African countries with an allocation of about $1.6 billion. Poverty Reduction and Growth Trust disbursements for sub-Saharan African countries reached a total of $707 million in 2013, representing 58 per cent of the Trust's disbursements.

93. IOM allocated a total of $5.8 million to projects directly or indirectly supporting NEPAD. The financial support was directed at facilitating migration through the infrastructure improvement and development of integrated border management systems to facilitate cross-border mobility, boost intra-Africa trade and investment and improve regional integration.

94. The World Bank, in its continued support for the Programme for Infrastructure Development in Africa, provided $3.3 billion for infrastructure in sub-Saharan Africa, including $1.2 billion for energy, $799 million for transport, $187 million for ICT and $1.1 billion for water.

95. Further information on United Nations system resources in support of NEPAD is set out in the annex to the report.

C. Cross-cutting issues

96. In 2013, the gender and development subcluster supported a gender audit of the agriculture, food security and rural development cluster, which volunteered to undergo a participatory gender audit process.

97. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and UNFPA provided financial and technical support for the secretariat of the Africa UNiTE to End Violence against Women campaign, including the secondment of a technical expert. The collaboration increased awareness of the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa and contributed to the adoption of a road map for the implementation of the African Women's Decade at the national level.

98. To support gender equality and the integration of women in the maritime industry, IMO assisted in the establishment of the Association of Women Managers in the Maritime Sector in East and Southern Africa and facilitated the establishment of a similar association for the West and Central Africa subregions called the Women's International Shipping and Trading Association.

99. In March 2014, the Office of the Special Adviser on Africa and UNDP jointly organized a high-level event on the margins of the fifty-eighth session of the Commission on the Status of Women on the theme "Towards 2015 for African women and girls: accelerating implementation of the Millennium Development Goals and defining the post-2015 development agenda and the African Agenda 2063". At the event, African ministers for gender issues called for acceleration on achievement of the Millennium Development Goals as well as commitments towards gender equality, women's empowerment and women's rights in the post-2015 development agenda, the sustainable development goals and the African Agenda 2063. Key messages from the event have been compiled and are being utilized in ongoing advocacy and outreach work.

100. In facilitating the implementation of the African Agenda 2063, ECA, through its African Institute for Economic Development and Planning, convened a capacity development session for directors of national planning from all 54 African countries to incorporate elements of Agenda 2063 into their respective national strategies.

101. UNDP provided support for operationalizing the African Union/NEPAD Capacity Development Strategic Framework. As part of the process, UNDP prepared capacity development profiles and supported country dialogues on capacity development in 12 countries. UNDP also supported the development of the Africa Capacity Development Outlook, which aims to strengthen institutional capacities to translate good policies into good results.

D. Institutional support

102. ECA seconded two senior advisers to the secretariat of the African Peer Review Mechanism and the NEPAD Planning and Coordinating Agency to provide direct technical support and advisory services. It also seconded two technical experts to the Agency to assist in implementing the recommendations of the ECA/NEPAD Planning and Coordinating Agency study on domestic resource mobilization and the Capacity Development Strategic Framework.

103. UNDP seconded a senior economist to the NEPAD Planning and Coordinating Agency and supported the Agency through its network of senior economists in the 46 sub-Saharan UNDP country offices, providing technical advice in a number of areas, including in capacity development, energy and environment and climate change.

104. UNIDO provided technical assistance to the African Union Commission to organize the Twentieth African Union Conference of African Ministers of Industry on the theme "Accelerating industrialization in Africa within the post-2015 development agenda", in which 43 ministers agreed to prioritize the financing and resource mobilization features of the Strategy for the Implementation of the Plan of Action for the Accelerated Industrial Development of Africa.

105. UNFPA is working with the Gender Unit of the NEPAD Planning and Coordinating Agency to support the scaling up of its programmes, particularly on gender equality. In addition, UNFPA is working to strengthen the advocacy role of regional economic communities in support of Governments as they fulfil their national, regional and international commitments on gender equality.

106. FAO continued to provide experts and consultants to support the NEPAD Planning and Coordinating Agency and the Department of Rural Economy and Agriculture of the African Union Commission in guiding and coordinating the implementation of the Comprehensive Africa Agriculture Development Programme. FAO seconded a food security information analyst and a fisheries expert to the Agency, and financed two technical experts at the Department of Rural Economy and Agriculture of the African Union Commission to support the Programme and African Union Commission programmes. FAO provided experts and consultants to support ECOWAS in establishing and operationalizing the Regional Agency for Agriculture and Food, which supports countries in financing and implementing the investment plans of the Programme. FAO also continued to provide analytical support, technical assistance and capacity development.

107. IOM, in collaboration with the African Union Commission, UNDP, and the United Nations Office for Disaster Risk Reduction, embarked on a strategy to mainstream disaster risk reduction in African Union/NEPAD policies and programmes. The Office supported the African Union Commission in the implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters and the Africa Regional Strategy for Disaster Risk Reduction. The primary focus of assistance from the Office is to develop Africa's contribution to the post-2015 framework for disaster risk reduction. The final African contribution to the post-2015 framework for disaster risk reduction will be adopted through a ministerial declaration at the fifth Africa regional platform for disaster risk reduction, to be held in Nigeria in May 2014.

108. In collaboration with the African Union Commission, IMO developed the 2050 Africa Integrated Maritime Strategy, which was adopted by African leaders in January 2014. The strategy will enable African countries to take full control of their maritime domains, including the exploration and exploitation of resources.

E. Challenges and constraints

109. Despite good progress in using demand-driven business plans and joint-programming to provide coordinated support to the African Union Commission and the NEPAD Planning and Coordinating Agency, the Regional Coordination Mechanism, at its fourteenth session, noted key remaining challenges, including limited dedicated financial and human resources for the implementation of the clusters work programmes, and limited communication and coordination within and between clusters.

110. The joint Regional Coordination Mechanism secretariat needs to be well resourced in order to strengthen the effectiveness of its substantive support to the clusters, foster subregional coordination and improve United Nations cooperation and coordination with the African Union.

111. Furthermore, the ownership and awareness of the Regional Coordination Mechanism by the African Union Commission, the NEPAD Planning and Coordinating Agency and the regional economic communities need to be strengthened.

IV. Conclusions and recommendations

112. The United Nations system continues to provide substantial support to the priority areas of NEPAD, at both the global and regional levels, through the nine clusters of the Regional Coordination Mechanism and through the funding of programmes and projects, capacity- and institution-building activities, policy advisory services, resource mobilization, advocacy and humanitarian assistance.

113. The United Nations system made progress in strengthening United Nations support for agriculture and food security, infrastructure development, peace and stability, the participation of women and young people and the 10-year capacity-building programme for the African Union, as well as for efforts to ensure that NEPAD priorities are fully reflected in the implementation of the outcome document of the United Nations Conference on Sustainable Development held in Rio de Janeiro in 2012 and the formulation of the post-2015 development agenda.

114. The United Nations system should align their respective work programmes with the priorities and timelines of the strategic plans of the African Union Commission and the NEPAD Planning and Coordinating Agency. This will further strengthen coordination and coherence, and ensure greater complementarity of United Nations system support with actions taken by the Commission and the Agency. In particular, United Nations entities should bolster their support for the priorities of NEPAD. As encapsulated in the NEPAD Strategic Framework 2014-2017, the priorities include promoting skills development in science and technology, boosting intra-African trade through the implementation of a continental free trade area, developing infrastructure, strengthening regional integration and mobilizing resources to finance development.

115. Given that the present report coincides with the tenth anniversary of the Comprehensive Africa Agriculture Development Programme, the Year of Agriculture and Food Security in Africa and the International Year of Family Farming, it is crucial that the United Nations system enhance its efforts to assist African Member States in achieving their vision of an agrarian revolution that will promote agriculture-led economic growth. Specifically, this will entail assisting African countries in meeting the targets of the 2003 Declaration on Agriculture and Food Security in Africa.

116. As the deadline for the Millennium Development Goals fast approaches, the United Nations system should redouble its efforts towards accelerating the Goals process in Africa. In addition, the United Nations system should work to ensure that the post-2015 development agenda reflects the priorities highlighted in the African common position on the post-2015 development agenda. The priorities include: (a) structural economic transformation and inclusive growth, including industrialization; (b) science, technology and innovation; (c) people-centred development, including education, health care, gender equality and women's empowerment, and harnessing Africa's youth population; (d) environmental sustainability, natural resources and disaster risk management; (e) peace and security; and (f) finance and partnerships.

117. Likewise, in the context of the implementation of the outcome document of the United Nations Conference on Sustainable Development and ongoing global consultations on the sustainable development goals, the United Nations system should continue to articulate and support the inclusion of Africa's sustainable

development vision, priorities and aspirations. This calls, inter alia, for reflection of the priorities highlighted in the outcome document of the Africa Regional Consultative Meeting on the Sustainable Development Goals, including economic development, social development, environment and natural resources, institutions and governance, means of implementation and promoting an integrated approach to sustainable development.

118. Since 2015 also marks the twentieth anniversary of the Beijing Declaration and of the Platform for Action and the review of its implementation, as well as the midpoint for the African Women's Decade, the United Nations system should accelerate the support it provides to the African Union and NEPAD in implementing their gender equality and women's empowerment agendas under the framework of the African Union Gender Architecture. In particular, the United Nations system should support the African Union, the NEPAD Planning and Coordinating Agency, the regional economic communities and national ministries of gender and women's affairs in the review and appraisal processes of both the Beijing Declaration and the African Women's Decade at the national, regional and continental levels.

119. The United Nations system should support the finalization and implementation of Agenda 2063, Africa's ambitious 50-year transformative development vision. The United Nations system should adopt a concrete and coordinated approach for supporting the implementation of Agenda 2063 throughout its work and ensure the integration of its priorities in all global development agendas.

Annex

United Nations system support for Africa: financial and staff resources devoted to Africa, 2011-2013

		Resources (thousands of United States dollars)			*Africa's share of resources (percentage)*		
Entity	*Type of support*	*2011*	*2012*	*2013[a]*	*2011*	*2012*	*2013*
Common Fund for Commodities	Project commitments	12 098	8 416	24 727			
Department of Economic and Social Affairs/Office for Economic and Social Council Support and Coordination	Total financial support	109	138	139			
Department of Public Information	Financial and staff resources under section 11	1 125	1 146	1 167	100	100	100
Economic Commission for Africa	Total regular budget allotment under section 18	50 053	52 246				
	Total regular budget allotment under section 11	542	540				
Food and Agriculture Organization of the United Nations	Total field programme	319 500	292 900	337 599	34	38	44
	Emergency assistance	174 000	197 600		43	59	
	Technical cooperation	145 500	95 300		28	23	
International Atomic Energy Agency[b]	Technical cooperation fund	16 694	22 549	25 914			
	Extrabudgetary	2 972	4 771	6 764			
	Total technical cooperation programme	19 667	27 320	32 679	25.1	29.9	30.3
International Labour Organization	Regular budget	34 194	39 560	39 560	9.4	9.2	9.2
	Portion of staff resources devoted to Africa (regular budget)	23 951	27 050	27 050	9.6	9.0	9.0
International Maritime Organization	Financial resources	5 685	6 511	9152			
	Staff resources (number of people)	24	24	25			
International Monetary Fund (IMF)	Poverty Reduction and Growth Trust loans	1 179 900	995 200	706 900			
	Heavily indebted poor countries grants[c]	8 000	60 500				
	IMF debt relief delivered to sub-Saharan Africa	6 218 000	6 598 000	6 524 000			
International Telecommunication Union	Financial support	4 239	3 323	1 960	24	25	
International Trade Centre	Financial resources	17 319	11 095[d]	19 800	41.1	53	57
Joint United Nations Programme on HIV/AIDS	Support to African Union	66 595	66 595				

Entity	Type of support	Resources (thousands of United States dollars)			Africa's share of resources (percentage)		
		2011	2012	2013[a]	2011	2012	2013
Office for the Coordination of Humanitarian Affairs	Programme budget	88 898	91 908	99 372			
	Donor contributions (earmarked)	46 109	49 285	60 795			
	Administrative budget	5 773	6 584	6 381			
Office of the Special Adviser on Africa	Total expenditures	3 059	3 720	3 786	100	100	100
Office of the United Nations High Commissioner for Refugees	Budgeted expenditure	1 878 000	960 976	898 336	40		
	Number of staff members	6 319	6 877		50		
Peacebuilding Support Office	Peacebuilding Fund (grants to strategic project interventions)	80 607			86.4		
United Nations Children's Fund	Financial resources to sub-Saharan Africa	2 001 300	2 016 300	2 106 200			
United Nations Conference on Trade and Development	Expenditures for Africa	9 188	9 364	9 312	23.5	25.8	23
United Nations Democracy Fund	Project funding	4 600	5 885	3 600			
United Nations Development Programme (UNDP)	UNDP Regional Programme support to the New Partnership for Africa's Development	609	704	829			
United Nations Entity for Gender Equality and the Empowerment of Women	Financial resources	50 968	63 576		23	22	
United Nations Human Settlements Programme (UN-Habitat)	Expenditures for Africa	19 787			9		
United Nations Office on Drugs and Crime	Total financial expenditure	42 860	42 549	51 529	24	24	26
United Nations Office for Partnerships[c]	Expenditure		22 380				
United Nations Population Fund	Country programme expenditures	132 200	133 067	125 038	45.8	47.5	45.3
	Number of staff members	995			43.6		
World Bank	IDA to sub-Saharan Africa		7 400 000	8 200 000			
	IBRD to sub-Saharan Africa		144 000	42 000			
	IFC Investments to sub-Saharan Africa		4 000 000	5 300 000			
	MIGA Guarantees to sub-Saharan Africa		630 000	1 500 000			
	IDA/IBRD to North Africa		1 200 000	1 700 000			
World Health Organization	Number of staff members	2 511	2 497	2 638	32.3	34	33.7

Entity	Type of support	Resources (thousands of United States dollars)			Africa's share of resources (percentage)		
		2011	2012	2013[a]	2011	2012	2013
World Tourism Organization	Total (regular programme)	15 917			0.9		
World Trade Organization/ Standards and Trade Development Facility		1 228	1 925	1 309	29	38	35

Source: Organizations, funds, programmes and specialized agencies of the United Nations system and departments of the Secretariat.

Note: Data were included in the table on the basis of available information received from the United Nations system.

[a] Figures are estimates or provisional, as indicated by relevant agencies.

[b] Since 2011, International Atomic Energy Agency programmes have been budgeted in euros. The euro/United States dollar conversion rate applied is 0.774 for 2011; 0.754 for 2012; and 0.724 for 2013.

[c] Includes interim assistance and/or disbursement at completion point.

[d] The relative drop in assistance provided by the International Trade Centre to Africa for 2012 relative to 2011 is because the Programme for Building African Capacity for Trade, funded by the Canadian International Development Agency, is ending. The figures are expected to go up in 2013-2014 as soon as the PACT successor programme is operational.

[e] United Nations Foundation spending channelled to agencies of the United Nations system through the United Nations Fund for International Partnerships, which is part of the United Nations Office for Partnerships.